

15 December 1972

*Completely  
Reviewed for  
1/8/73  
Subsequent  
to D/D C/1/c*

MEMORANDUM FOR:

SUBJECT : Proposal Concerning Consumer Evaluation  
of NIEs and SNIEs

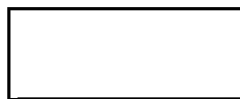
1. Attached, as you requested in your memorandum of 14 December, is my suggestion for a draft proposal for Mr. Tweedy to the NSCIC Working Group re consumer evaluation of NIEs and SNIEs.

2. First, a few words of explanation of why I came out where I did.

-- I gather from your memorandum we have accepted Huizenga's position that the NSCIC Working Group not be involved in the scheduling of NIEs. (As you recall, he expressed the belief that it is necessary to keep intelligence and policy separate -- "Intelligence must be free to produce what it thinks is useful and needed."). As a result, my proposal does not include this facet of our original suggestion.

-- In your memorandum to me you suggested that PRG might prepare summaries and commentaries for the WG and BNE from the returned questionnaires. Because, I feel, this could give BNE something more to object to -- charges of PRG misrepresenting comments or stressing the wrong comments -- my proposal is slightly different.

-- Finally, I believe my proposal will involve more direct WG consumer participation in the NIE/SNIE review process, and it will allow for discussion in depth of the most important (or typical) estimates. It may also provide a precedent according to which the WG can evaluate other types of intelligence -- memoranda, current periodical reporting, and NSSM annexes.



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Dist:

Original - Adse.  
1 - PRG Chrono  
1 -  Chrono

MEMORANDUM FOR: NSCIC Working Group Members

SUBJECT : Proposal Concerning Consumer Evaluation  
of NIEs and SNIEs

1. As another step in responding to the Presidential memorandum of 5 November 1971 to the DCI in which he called for improvement in the "quality, scope and timeliness of the community's product," it is proposed that the Working Group undertake a program of systematic assessment of the strengths, weaknesses and general usefulness of National Intelligence Estimates and Special National Intelligence Estimates.

2. Although there always has been feedback from recipients of specific NIEs and SNIEs to their producers and there have been several intensive efforts to ascertain consumer reaction to estimates, in general the intelligence community has never before had a forum in which a broad spectrum of high level consumers can voice their view with respect to specific estimates or specific types of estimates. The NSCIC Working Group is such a forum. The proposal which follows outlines a procedure by which the reactions of important consumers can be presented directly to the Chairman, BNE and other producer members of the Working Group.

3. It is proposed that the Working Group select from the attached list of estimates produced in the last six months four NIEs/SNIEs which consumers will be prepared at our next meeting to critique in depth from the points of view of their departments. Attached also is a sample questionnaire which is designed to aid each WG consumer in eliciting opinions concerning these estimates from users within his organization if he should so desire as an aid in formulating his

own response. At our next meeting, then, we would have a frank discussion of what part these specific estimates played or are expected to play in the formulation and execution of U.S. policy. We should know what are the favorable and unfavorable aspects of the estimates and we should have suggestions on how such estimates could be improved in the future.

4. Depending on the lessons learned from the first critiques, I would propose that the Working Group endeavor to assess a selected group of estimates each quarter as a continuing process.

Bronson Tweedy  
Chairman, NSCIC Working Group

Attachment:  
As stated

A. Identification of Estimate Evaluated

(NIE) (SNIE) No. \_\_\_\_\_

Title \_\_\_\_\_

B. Source of Evaluation

Organization address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Contact: \_\_\_\_\_  
Name Telephone

C. Estimate Utility and Timeliness

1. Primary use to which estimate is being or will be put:

- |                                 |                                  |
|---------------------------------|----------------------------------|
| a. Policy planning _____        | d. Military force planning _____ |
| b. Operations planning _____    | e. Military R&D planning _____   |
| c. Background information _____ | f. Other (specify) _____         |

2. Utility of this estimate for ongoing or anticipated policy/operations problems:

- |                             |                           |
|-----------------------------|---------------------------|
| a. Absolute necessity _____ | d. Nice to have _____     |
| b. Very useful _____        | e. Little or no use _____ |
| c. Useful _____             |                           |

3. If some other source currently satisfies the need for this estimative information in an equal or better fashion, identify such source:

4. Timeliness of the estimate:

- a. Very timely \_\_\_\_\_ b. Timely \_\_\_\_\_ c. Not timely \_\_\_\_\_

If c. checked, how could timeliness have been improved?  
Why is estimate not considered timely?

and Format

The scope and format of the estimate are:

a. Excellent \_\_\_\_ b. Satisfactory \_\_\_\_ c. Unsatisfactory \_\_\_\_

2. How could the scope and/or format of the estimate be improved?

To support what uses?

E. Factual Data

1. For purposes of your organization, the degree to which factual data is presented is:

a. Excessive \_\_\_\_ b. Sufficient \_\_\_\_ c. Not enough \_\_\_\_

2. For what purposes would more or less detail improve the utility of the estimate?

F. Expression of Uncertainties

1. The uncertainties relating to the data or the situations described are brought out:

a. Excellently \_\_\_\_ b. Satisfactorily \_\_\_\_ c. Inadequately \_\_\_\_

2. For purposes of your organization, the estimate treats the full range of uncertainties:

a. Very well \_\_\_\_ b. Adequately \_\_\_\_ c. Inadequately \_\_\_\_

3. How could the treatment of uncertainty be improved?

G. Expression of Alternatives

1. For purposes of your organization, the range of alternative projections and the description of each alternative are:
  - a. Quite comprehensive \_\_\_\_\_
  - b. Adequate \_\_\_\_\_
  - c. Inadequate \_\_\_\_\_
2. How could the presentation of alternatives be improved?

H. Quality of the Estimative Logic

1. The extent to which the analysis logically ties together the factual and estimative elements of the paper is:
  - a. Excellent \_\_\_\_\_
  - b. Satisfactory \_\_\_\_\_
  - c. Inadequate \_\_\_\_\_
2. How might this aspect of the estimate be improved?

I. Overall Reaction to the Estimate

(NOTE: The purpose of this section is to encourage you to summarize your reactions to the estimate and to present such additional comments as you consider useful as feedback to the intelligence community. If you have made hand-written notes on pages of the estimate itself which you consider would be of use to those who produced it, it would be appreciated if the estimate is returned with the evaluation form.)

1. Which of the following words and phrases characterize this estimate:
  - a. Exceptionally valuable \_\_\_\_\_
  - b. Stimulating and persuasive \_\_\_\_\_
  - c. Imaginative new viewpoint \_\_\_\_\_
  - d. Rehash of conventional wisdom \_\_\_\_\_
  - e. Shallow and unconvincing \_\_\_\_\_
  - f. Dull \_\_\_\_\_

All we would need  
in addition to this  
would be a list of  
estimates produced  
in the last six  
months.

I would suggest that  
that the questionnaire  
we proposed before and  
is attached would be  
adequate for our  
purposes.